

CHANGE OF AUTHORITY SPEECH –
RADM JOSEPH CARNEVALE

**DISTINGUISHED GUESTS, OUTSTANDING MEN AND
WOMEN OF PEO SURFACE STRIKE, GOOD AFTERNOON, I'M
DELIGHTED AND HONORED TO BE HERE TODAY.**

**THIS CEREMONY IS A TIME-HONORED TRADITION; NO
OTHER SERVICE HONORS THEIR COMMANDERS WITH
EQUAL FASHION. THIS SPECIAL EVENT RECOGNIZES THE
FORMAL TRANSFER OF AUTHORITY AND
ACCOUNTABILITY IN FULL VIEW OF ALL THOSE IN THE
COMMAND.**

**THIS CHANGE OF AUTHORITY IS A FIRST FOR ME. AS
A FORMER BATTLEGROUP COMMANDER AND SOMEONE
MORE FAMILIAR WITH POWER PROJECTION AND FORCE
PROTECTION THAN WIDGETS AND TRONS, I APPROACHED
TODAY'S SPEECH WITH SOME TREPIDATION, ESPECIALLY**

CONSIDERING THIS WIDELY ACCLAIMED AUDIENCE OF ENGINEERS AND TECHNOCRATS. TODAY'S CHANGE OF AUTHORITY IS A WIN-WIN FOR EVERYONE! FOR ADMIRAL CARNEVALE, IT'S AN OPPORTUNITY TO CONTINUE HIS QUICK-TIME MARCH UP THE CORPORATE LADDER. FOR RAY IT'S RECOGNITION OF SUSTAINED SUPERIOR PERFORMANCE. FOR THE NAVY, IT MEANS CONTINUITY AND THE ABSOLUTELY BEST QUALIFIED RELIEF.

ALL THAT SAID, WHAT MADE THIS UNIQUE CHANGE OF AUTHORITY SUCH AN EASY DECISION FOR THE NAVY WAS ITS ABSOLUTE CONFIDENCE IN THE OUTSTANDING MEN AND WOMEN OF THE OLD PEO-DD21 TEAM, NOW RENAMED PEO-SURFACE STRIKE. THIS TEAM'S STELLAR PERFORMANCE SINCE APRIL OF 1998 MADE TODAY A REALITY FOR THESE TWO MEN AND YOU DESERVE A HEARTY WELL DONE. THIS IS AN ALL-STAR TEAM, WITH OVER 400 PROUD MEMBERS, AND YOU ALL HAVE SET A

STANDARD OF EXCELLENCE WHICH FUTURE PROGRAMS WILL HAVE GREAT DIFFICULTY TRYING TO MATCH. YOUR INTEGRITY, HARD WORK, AND TIRELESS PURSUIT OF INNOVATION HAVE LAID A SOLID KEEL FROM WHICH TO BUILD THIS SHIP. THIS TEAM RUNS IN AUTOMATIC. JOE, I'LL TELL YOU, ANY COMMANDING OFFICER WOULD BE ENVIOUS OF THE HAND YOU WERE DEALT...THEY'RE ALL ACES!

YOU JUST CAN'T HELP BUT GET EXCITED WHEN YOU LOOK AT DD 21 AND THE AWESOME, NOTICE I DIDN'T SAY ROBUST ("IS THERE ANYONE HERE FROM THE WASHINGTON POST?"), AWESOME CAPABILITIES IT WILL BRING TO THE FLEET IN THE NEXT DECADE. DD 21 IS ONE OF THE NAVY'S HIGHEST PRIORITY PROGRAMS. CNO RECENTLY SO STATED AT AFOC. WE WILL BUILD THE NAVY A REVOLUTIONARY WARSHIP, CAPABLE OF PROJECTING GUNFIRE SUPPORT AT GREATLY EXTENDED

RANGES, OPERATING AT WILL IN THE HIGHLY COMPLEX AND CHALLENGING LITTORAL ENVIRONMENT, ALL AT AN AFFORDABLE PRICE TAG WITH ONLY 95 PEOPLE.

MY MARINE CORPS AND ARMY COUNTERPARTS ARE EQUALLY THRILLED ABOUT DD 21. THE RANGE, RESPONSIVENESS, ACCURACY, VOLUME, AND LETHALITY AGAINST TARGET SETS ARE UNPRECEDENTED IN MODERN WARFARE AND WILL MORE THAN REPLACE THE FIREPOWER WE LOST IN THE BB'S.

WE'LL SOON HAVE A SHIP THAT WILL SIGNIFICANTLY ENHANCE OUR FIRE SUPPORT MISSION AND DD 21, OUR LAND ATTACK DESTROYER, WILL PLAY A MAJOR ROLE IN THE EXECUTION OF THE MARINE CORPS' OPERATIONAL MANUEVER FROM THE SEA STRATEGY. I LIKE TO THINK OF DD 21 AS BOTH AN ENABLER AND EXECUTIONER! AS THE NAVY CONTINUES TO DEVELOP DD 21 CAPABILITIES

AND ITS CONCEPT OF OPERATIONS, IT IS IMPORTANT TO ENSURE THOSE CAPABILITIES AND CONCEPTS MEET THE SPECIFIC NEEDS OF THE MARINE CORPS. I'M CONFIDENT WE WILL MEET THOSE NEEDS BECAUSE I'VE COME TO LEARN THAT PEO-SURFACE STRIKE IS SYNONYMOUS WITH TEAMWORK; A TEAM THAT STARTS AT THE TOP AND PERMEATES THROUGHOUT THE COMMAND.

MUCH LIKE THE SUCCESSES OF HIS TEAM, ADMIRAL CARNEVALE HAS DONE SO MUCH FOR THE NAVY THAT YOU'LL NEED TO ALLOW ME AT LEAST THE NEXT SEVERAL HOURS TO GET THROUGH HIS LIST OF ACCOLADES. BUT, BEFORE I GET TO WHAT HE HAS DONE FOR THE NAVY, LET ME TELL YOU WHAT HE DID FOR ME PERSONALLY, ABOUT A MONTH AGO. ON THE 6TH OF JANUARY, I HAD THE PRIVILEGE OF SHARING FIFTY MINUTES OF FAME ON FOX TV WITH THE SECRETARY OF THE NAVY AND ADMIRAL CARNEVALE. WITH ADMIRAL

CARNEVALE CAST AS THE MAIN ATTRACTION, AND ME IN A SUPPORTING ROLE, WE MANAGED TO CAPTURE A NATIONWIDE TELEVISION AUDIENCE FOR NEARLY A SOLID HOUR. WE TOLD THIS GREAT COUNTRY ABOUT THE NAVY'S BOLD COMMITMENT TO A RADICALLY NEW MEANS OF NAVAL PROPULSION, A CHANGE AS SIGNIFICANT AS THE CONVERSION FROM SAIL TO STEAM. IT IS CALLED AN INTEGRATED POWER SYSTEM, AND WITH IT DD21 GOES IN THE RECORD BOOKS AS THE FIRST SURFACE COMBATANT WITH ALL-ELECTRIC DRIVE PROPULSION. WHAT I CAN'T FIGURE OUT JOE, {GLANCE LOOK OVER AT RADM CARNEVALE}, IS HOW I'VE BUSTED MY HUMP FOR OVER 30 YEARS AS A BLACKSHOE, FIGHTING IT OUT IN THE TRENCHES, ALL WITH LITTLE FANFARE, BUT IN A MATTER OF ONLY FIFTY MINUTES AN EDO MADE ME FAMOUS?! I SUPPOSE WE'RE HOUSEHOLD NAMES BY NOW, DON'T YOU THINK?

THE PRESS CONFERENCE WAS A REAL THRILL AND I CAN TELL YOU FIRST HAND HOW PLEASED THE SECRETARY OF THE NAVY, THE HONORABLE RICHARD DANZIG, WAS WITH JOE'S PERFORMANCE. I ALSO LEARNED SOMETHING VERY INTERESTING THAT DAY. FOLLOWING THE PRESS CONFERENCE I LEARNED THE REAL REASON WHY WE COULDN'T FIND A FLAG RELIEF FOR JOE. AS SECNAV EXPLAINED TO ME, HE WANTS JOE'S RELIEF TO ALSO BE BI-LINGUAL. YOU SEE, IN ADDITION TO ENGLISH, ADMIRAL CARNEVALE ALSO SPEAKS TECHNOGEEK; A RARE, HIGHLY COMPLEX, AND SELDOM MASTERED LANGUAGE. AT ONE POINT DURING THE PRESS CONFERENCE I HEARD HIM SAY SOMETHING IN THIS LANGUAGE TO THE SECRETARY OF THE NAVY (WHO'S ANOTHER REALLY SMART GUY), NOT UNDERSTANDING IT, I SCRIBBLED IT DOWN TO LOOK UP LATER. THIS IS WHAT I HEARD, AND I THINK I GOT IT RIGHT, "THE OMNIDIRECTIONAL DSCS (PRONOUNCED

DISCUS) TIMEPLEX PROTEON ROUTERS PERHAPS HAVE UTILITY AS ENABLERS TO THE REVERSE ACOUSTIC EM FLUX DENSITY MILIEU.” DID I SAY IT RIGHT, JOE? I STILL CAN’T FIND A BRANCH HEAD WHO CAN EXPLAIN IT TO ME!

WHEN YOU SIT DOWN AND THINK ABOUT WHAT ADMIRAL CARNEVALE AND DD21 HAVE IN COMMON, IT IS NO SURPRISE THAT ADMIRAL CARNEVALE’S ARRIVAL TO PEO-DD21 WAS THE PERFECT DETAIL. YOUR DETAILER REALLY KNOWS YOU WELL, DOESN’T HE JOE? I’D LIKE YOU TO CONSIDER THESE OBVIOUS SIMILARITIES BETWEEN THE ADMIRAL AND THE SHIP:

- BOTH ARE REVOLUTIONARY**
- BOTH ARE AHEAD OF THEIR TIME TECHNICALLY**
- BOTH ARE LOW MAINTENANCE**
- BOTH ARE SAILOR FRIENDLY**
- BOTH WORK WELL WITH MINIMUM MANNING**

- BOTH TOOK YEARS OF HARD WORK TO GET
WHERE THEY ARE TODAY
- BOTH ARE FORCED TO WORK WITH LEGACY
PLATFORMS; I GUESS THAT INCLUDES WORKING
WITH ME, JOE
- BOTH SPEAK SOFTLY, OR PERHAPS STEALTHLY,
AND CARRY A BIG STICK
- BOTH HOLD TREMENDOUS FUTURE POTENTIAL
FOR THE NAVY
- AND I'VE GOT TO SAY THIS LAST ONE..., BOTH ARE
BUILT FOR SHALLOW WATER AND SPORT A
REDUCED RADAR CROSS SECTION

WHILE HIS INCREDIBLE PERFORMACE AS
PLANKOWNER PEO-DD21 MARKS A WATERSHED FOR THE
ACQUISITION PROFESSION, THERE IS MORE TO ADMIRAL
JOE CARNEVALE THAN JUST PURE BRAINPOWER. IN
ADDITION TO BEING A HIGHLY RESPECTED ACQUISITON

WARRIOR, ADMIRAL CARNEVALE IS ALSO WHAT YOU MIGHT CALL A RENAISSANCE FLAG OFFICER. HE IS PART OF A NEW BREED OF FLAGS: A CAPABLE PUMP-KICKER, A STUDENT WELL-SCHOOLED IN THE REVOLUTION OF BUSINESS AFFAIRS, A STRONG MENTOR TO JUNIOR OFFICERS IN THE ENGINEERING DUTY OFFICER COMMUNITY, A FLAG OFFICER COMMITTED TO HIS COMMUNITY AS PRESIDENT OF THE AMERICAN SOCIETY OF NAVAL ENGINEERS, AND EVEN A FAN OF 99.1, THE SAME PROGRESSIVE, ALTERNATIVE ROCK RADIO STATION MOST OF HIS STAFF LISTENS TO. HE CERTAINLY COVERS THE BASES. I GUESS YOU WOULD SAY HE DOES IT ALL!

- HIS STAFF HAS GREAT CONFIDENCE IN HIM**
- HE RESISTS MICROMANAGEMENT**
- HE PROVIDES A LONG LEASH EMPOWERING HIS SUBORDINATES**

- **HE AND HIS STAFF WORK REALISTIC WORK HOURS**
- **HE COMMUNICATES CLEARLY AND OFTEN WITH HIS STAFF**
- **HE EMPHASIZES MENTORING AND PERSONAL RECOGNITION**
- **AND FINALLY, HE DOESN'T SWEAT THE LITTLE STUFF!**

THERE ARE UNDOUBTEDLY MANY SECRETS TO HIS SUCCESS, BUT BY NOW I BELIEVE YOU SEE TWO THINGS STAND OUT CLEARLY: ADMIRAL JOE CARNEVALE IS AN EFFECTIVE LEADER BECAUSE HE KNOWS HOW TO GET TO MISSION ACCOMPLISHMENT, WHILE TAKING CARE OF HIS PEOPLE. THAT IS WHAT LEADERSHIP IS ALL ABOUT! ADMIRAL CARNEVALE DOES IT, AND DOES IT CONSISTENTLY BETTER THAN THE REST!

IT IS ALWAYS DIFFICULT FOLLOWING IN THE FOOTSTEPS OF A GREAT LEADER, BUT I KNOW IN RAY LISIEWSKI [PRONOUNCED LA-ZOO-SKI] WE HAVE THE PERFECT RELIEF. WHO BETTER THAN A MAN HIGHLY SKILLED IN BOTH LITTORAL WARFARE AND COMMERCIAL SHIPBUILDING TO LEAD OUR LAND ATTACK DESTROYER THE NEXT STEP OF THE WAY IN ITS ACQUISITION CYCLE. RAY'S EXTENSIVE BACKGROUND IN LITTORAL WARFARE INCLUDED ASSIGNMENTS WITH AMPHIBS, MINEHUNTERS AND MINESWEEPERS, AND HE WAS TWICE A DEPUTY PROGRAM MANAGER. RAY EXCELLED ON THE COMMERCIAL SIDE AS WELL, HIGHLIGHTED WITH A TOUR AS PROGRAM MANAGER OF STRATEGIC SEALIFT FOR THE MILITARY SEALIFT COMMAND. IT WAS DURING THIS TOUR THAT RAY PIONEERED THE NAVY'S MOVEMENT FROM SPEC DETAILED TO PERFORMANCE BASED SPECIFICATIONS, SAVING MILLIONS OF DOLLARS, AND EARNING HIM THE PRESITIGIOUS DISTINGUISHED CIVILIAN

**SERVICE AWARD FROM SECRETARY OF THE NAVY
DANZIG. RAY, I CAN'T SAY WELCOME ABOARD SINCE
YOU'RE ALREADY HERE, BUT I WILL SAY, "WELCOME TO
THE TOP," YOU'VE EARNED IT!**

**WELL, I COULD GO ON AND ON, BUT IN ALL FAIRNESS
I SHOULD SAVE A LITTLE TIME FOR ADMIRAL
CARNEVALE'S REMARKS. THE BOTTOM LINE IS DD21
MARKS A REVOLUTIONARY ACHIEVEMENT AND IT TOOK
THE HARD WORK OF AN EQUALLY REVOLUTIONARY
LEADER AND HIS STRONG SUPPORTING CAST TO MAKE
THIS 20TH CENTURY CONCEPT A 21ST CENTURY REALITY.
WELL DONE, JOE, AND WELL DONE TO EVERYONE HERE
REPRESENTING PEO-SURFACE STRIKE. THANK YOU!**